

## How does ABN AMRO perform Stakeholder Engagement?

# Stakeholder Engagement 2016

ABN AMRO takes its stakeholders' interests seriously. It is our responsibility to manage the impact of our activities for all our stakeholders. In doing so, we balance the bank's interests with those of our stakeholders. Their support is vital to restoring trust in the banking sector, and to our own long-term success.

We define stakeholders as the groups or individuals we influence through our activities, products and services, and who in their turn affect our ability to achieve our goals. Based on this, we have identified stakeholder groups that are of material importance to the sustainable success of our business. We strive to maintain a constructive dialogue with these stakeholder groups and consider their views in our decision-making by focusing on the topics they consider most important, and which we can influence.

### Stakeholder identification

Our fourteen stakeholder groups were identified during a strategic update in 2012. In our reports and day-to-day business, we focus on four broad stakeholder groups: clients, employees, investors and society as a whole. The way in which we include our stakeholders in how we run our business depends on their needs and interests.

### Stakeholder dialogues for all stakeholder groups

ABN AMRO engages with stakeholders in several ways. A few examples are highlighted below:

- ▶ **Materiality:** In general, we regularly ask representatives of all our stakeholders which (sustainability) themes they consider to be relevant for ABN AMRO and what they expect from ABN AMRO in this respect. This results in a materiality matrix with topics that matter most to us and

to our stakeholders. We developed a new version of the materiality matrix ([Reporting](#)) in 2016. Based on our stakeholder consultations, we draw up a plan of action for each material topic, monitor progress and report the results of our efforts.

- ▶ **Stakeholder dialogues:** In 2016, ABN AMRO organised several stakeholder dialogues that were open to all stakeholder groups. The topics discussed were linked to our materiality matrix. We organised round table dialogues on climate and on labour rights and labour exploitation ([abnamro.com/sustainable banking - stakeholders](http://abnamro.com/sustainable-banking-stakeholders)). We also initiated a more in-depth dialogue (individual interviews) on the topic of privacy, which will be continued in 2017. The outcomes of this in-depth dialogue will be published online in the course of 2017.
- ▶ **Client round tables:** We invite clients for round table discussions about our products and services on a regular basis. During these sessions, we ask clients for feedback and discuss relevant developments with them. [Human Rights Report 2016, Stakeholder dialogue on agri value chain](#).
- ▶ **One-on-one stakeholder meetings:** When stakeholders such as NGOs or individuals have feedback on our sustainability policies or the execution of these policies, we invite them for a one-on-one dialogue with the relevant parties within the bank (such as our ESG risk policy advisors, business representatives, etc.). We keep records of the most material stakeholder meetings in our stakeholder engagement table ([Reporting](#)).

- ▶ Awareness sessions: Besides engaging with external stakeholders, we seek to create awareness of sustainability within the bank by offering awareness sessions and by organising quarterly “Fifty Shades of Green Knowledge Bites”. We want to make sure all staff have an understanding of sustainability in the context of their jobs and are able to integrate sustainable practices into their day-to-day business.

## Complaints and grievance mechanism

Stakeholders (both clients and non-clients) can contact us through our website, one of our branches or our call centre if they have any questions or complaints. ABN AMRO has a formal complaints handling procedure in place based on its complaints policy, whose purpose it is to address irregularities of a general, operational or financial nature. We also have a comprehensive whistleblowing policy in place for employees and third parties (suppliers, agents, etc.). Issues can be reported anonymously. This procedure is not designed for clients who wish to report problems under their own name – these clients should follow the bank’s complaints handling procedure. However, clients wishing to make an anonymous report can do so by using the whistleblowing contact form.

If our stakeholders – in the broadest sense of the word – feel that ABN AMRO fails to observe or inadequately observes the OECD guidelines in its operations, they have recourse to the OECD National Contact Point (NCP). The NCP’s role includes contributing to the resolution of issues that arise from the alleged non-observance of the OECD guidelines in specific instances. ABN AMRO will abide by the decisions of the NCP. In addition, we are investigating how we might increase meaningful accountability, specifically targeting groups who appear to lack access to remedy, such as indigenous peoples and vulnerable groups. Please refer to our [Human Rights Report 2016](#) for a more detailed description of the processes the bank has in place to enable effective remedy.